

SECTION 9.20 SUPERVISOR INITIATED ACTION

Last Update: 2/06

Supervisors are concerned with job performance. When work performance is poor, whatever the cause, corrective action is needed. When personal problems are the cause of poor job performance, it is in the best interests of both the agency and the employee that the problem be identified and assistance sought.

Supervisors are in a position to provide early identification of problem behaviors that, if not corrected, could lead to disciplinary action, and to assist the employee in seeking help. Early assistance can prevent more serious problems and help employees return to more productive work performance.

When an employee has a problem that affects work performance, and it is necessary to talk with the employee, do the following:

Define the problem. Consider questions such as:

- What is problematic about the behavior the employee is exhibiting?
- How is the behavior affecting the employee's work performance?
- How is the behavior affecting the work performance of others?
- What work performance issues exist that indicate a problem?

Document information regarding the problem or behavior, being specific as to dates, times, witnesses, observed behavior, etc. Do not try to diagnose the problem or use judgmental words like "alcoholic" or "lazy." Consult with the personnel officer about the problem and available options.

Call the EAP for a management consultation.

Talk with the employee about the problem.

Be specific when defining the problem or the behavior that needs to be changed. Be clear about your expectations.

- Establish a corrective action plan with the employee.
- If appropriate, remind the employee of the EAP services available to help employees in solving personal problems.
- After the meeting, write a summary of the discussion and corrective action the employee agreed to take. Provide a copy to the employee.

Monitor the employee's progress in dealing with the work-related problem(s). Acknowledge efforts made by the employee.

Meet with the employee periodically to discuss progress or lack of it. If the employee fails to fulfill the agreed upon corrective action(s) (i.e., job performance or behavior does not improve), further action may need to be considered (see Section 9.25 of this chapter and Chapter 11).